



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA  
Chief Executive Officer

June 16, 2008

To: Supervisor Yvonne B. Burke, Chair  
Supervisor Gloria Molina, First District  
Supervisor Zev Yaroslavsky, Third District  
Supervisor Don Knabe, Fourth District  
Supervisor Michael D. Antonovich, Fifth District

From: William T Fujioka  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name of the Chief Executive Officer.

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## **DEVELOPMENT OF A SPECIAL TEAM TO REVIEW THE HIRING AND FILLING OF POSITIONS WITHIN THE DEPARTMENTS OF CHILDREN AND FAMILY SERVICES AND MENTAL HEALTH**

On April 22, 2008, on motion of Supervisor Antonovich, your Board directed the Chief Executive Officer (CEO) to report back with a plan for consideration during Budget Deliberations on the development of a special team to look into the hiring and filling of positions within the Departments of Children and Family Services (DCFS) and Mental Health (DMH).

In response to your Board's directive, the CEO and Department of Human Resources (DHR) created a "Red Team" to work specifically with DCFS and DMH to conduct an assessment of each Department's human resources (HR) functions and personnel related issues. The primary goal of the Red Team is to improve the operational and management structure of the departments' HR functions and to facilitate the filling of vacant positions in a timely and efficient manner.

The CEO has also been working with DHR to develop a plan to assist all County departments in improving their HR functions and to minimize countywide vacancies. This plan includes formation of a shared services model in which departments may contract with DHR for various HR functions and services (i.e., recruitment and examination processes). The plan also includes the creation of working groups consisting of departmental and labor representatives to identify process improvements to streamline hiring.

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Further, to address immediate countywide systemic HR issues, the CEO and DHR have taken a proactive roll with assisting departments at the "front end" rather than waiting for departments to request help after a problem has developed. Specifically, DHR has recently assigned their Impact Team to review DCFS' personnel/payroll records, in advance of an upcoming audit, to identify problems and implement corrective action plans for improvement.

Additionally, to ensure compliance with the obligations outlined in the Katie A. Settlement Agreement and Correction Action Plan, the CEO, DCFS, and DMH have established a joint oversight committee. The committee's primary responsibilities include the tracking of specific tasks and milestones, coordinating program implementation, and expediting recruitment and hiring of the additional positions allocated by your Board.

Concurrent with these efforts, in May 2008, DCFS conducted an assessment of its hiring practices and developed a prioritization process for filling departmental vacancies. During the assessment, DCFS identified various operational challenges which caused unnecessary delays in their hiring process. To address these challenges, DCFS in consultation with DHR, developed a corrective action plan (Attachment I) which incorporates appropriate elements of other County department's successful HR operations.

However, due to the uncertainty of the State budget, DCFS is filling/hiring only mission critical positions at this time. The CEO and DHR will continue to work with DCFS and DMH to improve their HR functions and reduce departmental vacancies.

In addition, a significant barrier to DMH's ability to fill critical vacancies, has been a lack of space in which to house new staff. The Department, working collaboratively with CEO space management, has identified additional space which will accommodate 232 additional staff to allow for the filling of departmental vacancies.

Please let me know if you have any questions, or your staff may contact Miguel Santana at (213) 974-4530.

WTF:SRH:MS  
GP:BM:cvb  
Attachment

c: Executive Officer, Board of Supervisors  
Department of Children and Family Services  
Department of Human Resources  
Department of Mental Health

**CORRECTIVE ACTION PLAN FOR THE DEPARTMENT OF  
CHILDREN AND FAMILY SERVICES' (DCFS)  
HUMAN RESOURCES DIVISION  
(Revised 6/9/08)**

**BACKGROUND:**

Over the past several months, the Director has received an increasing number of inquiries regarding the delayed filling of vacant positions, processing of promotions and maintenance of an accurate item control. The first step taken to determine the extent of the internal problems was the completion of an analysis of the Personnel Processing Section. This analysis, completed at the end of February 2008, revealed the lack of a structured system to identify, prioritize, process and track personnel transactions from authorization and approval to effective documentation of hiring. This analysis prompted the Senior Deputy Director and Interim Administrative Deputy Director, in March 2008, to establish a process to acquire factual information regarding the work completion status for all DCFS HR functions.

On April 22, 2008, on the motion of Supervisor Antonovich, the Board of Supervisors requested the development of a special team to address the hiring delays within the Department.

**INTRODUCTION:**

This plan is a step-by-step approach based upon core managerial principles designed to bring about performance efficiencies and desired operational outcomes. The current plan has been developed to establish a foundation for the development and communication of performance expectations, the provision of comprehensive training, development of effective tracking and monitoring systems and the completion and establishment of performance evaluations based upon the performance expectations.

In May 2008, DCFS outlined and communicated clear expectations and conducted a thorough and comprehensive operational assessment. In June 2008, DCFS will implement a parallel system of corrective action that will address backlogs and establish structured and organized systems for our working HR units.

## DCFS HUMAN RESOURCES CORRECTIVE ACTION PLAN

DCFS will initiate the following corrective action steps incorporating appropriate elements of other County departments successful corrective action plans and utilizing County DHR consultation. The Department will utilize information provided in DHR's Process Improvement Methodology report to ensure thoroughness of the process. It is essential that this corrective action process be implemented in a manner that will include comprehensive analyses and best practice implementation while building and enhancing morale and enthusiasm among the division staff. Another important element in the success of the process is the participants understanding that the process is perceived as one sanctioned and lead from within the Department. It is the Department's intent to manage this process while building process ownership with divisional managers and staff and retaining a culture that will be supportive of the new expectations.

Step I            Research and determine status/baseline by operational functions.

- a) Request production report backlog statistics from HR managers responsible for the Examinations, Personnel Processing, Civil Rights Compliance, Employee Relations, Classification and Compensation, Recruitment and Performance Management sections. **Completed June 5, 2008**
- b) Hold individual and group meetings with HR operational managers to review and discuss the information resulting from 1a; and evaluate the implications on productivity, morale and the effectiveness of the DCFS HR operations. These scheduled meetings began on May 8, 2008. **Group meetings with HR managers every Thursday; five (5) held to date. Next meeting scheduled for June 12, 2008, and ongoing. Individual meetings every Monday with the Senior Deputy Director, Interim Administrative Deputy Director and Departmental HR Manager III; five (5) held to date. Next meeting scheduled for June 9, 2008, and ongoing.**
- c) Upon completion of the gathering and assessment of the information and establishment of the baseline as outlined in steps 1a and 1b above, request consultation with DHR regarding causes and effects and next steps. **Verification of presented information and establishment of baseline data is projected for completion by June 16, 2008. Consultation meeting date with DHR TBD.**

Projected completion date: **\*June 30, 2008**

Step II        Review and discuss in collaboration with DHR work plans developed in the Probation and Sheriff's Departments CAPs to determine applicability to addressing DCFS' HR issues.

Projected completion date: **June 2008**

Step III        Communicate overarching and fundamental managerial expectations to Departmental Human Resources Manager III.

- a) Expectations will include adherence to deadlines, development of leadership qualities and operational effectiveness as related to compliance to regulations for the entire DCFS HR Division. **Written overarching and fundamental managerial expectations have been provided to and discussed with Departmental HR Manager III. Completion date is May 8, 2008. These are used as a foundation for individual meeting sessions. See Ib.**
- b) In addition, the expectation will require the Departmental Human Resources Manager III to develop and provide training of subordinate managers, monitoring production levels, enhancing customer services and etc. **Research has revealed that DHR has training modules that can be provided to DCFS HR managers. DCFS is in the process of determining costs, availability of trainers and projected schedules. Projected completion date is July 15, 2008.**
- c) Maintain detailed and accurate summary reports to provide for routine and ad-hoc reporting as required by management. **Designed a standardized format for each section outlined in 1a to capture workflow, production levels, and pending and backlog information. The first use of this instrument captures May 2008 data. The process will be evaluated for any needed modifications analyzing May, June and July submissions.**
- d) These expectations then become incorporated into the Performance Evaluation and Appraisal of Promotability process for the managers.

Projected completion date: **\*August 31, 2008**

Step IV      Communicate overarching and fundamental managerial/ supervisory expectations to Section Managers

- a) Develop and communicate a similar set of expectations designed for the individual operations and units. **Completion date is May 8, 2008.**
- b) In addition, the expectation will require the Departmental Human Resources Manager III to develop and provide training of subordinate managers, monitoring production levels, enhancing customer services and etc. **See IIIb above. Projected completion date is July 15, 2008.**
- c) Maintain detailed and accurate summary reports to provide for routine and ad-hoc reporting as required by management. **See IIIc above. Implementation date is May 8, 2008.**
- d) These expectations then become incorporated into the Performance Evaluation and Appraisal of Promotability process for the managers.

Projected completion date: **\*August 31, 2008**

Step V      Identify scope of backlog and determine appropriate method for elimination of backlog.

- a) In consultation with DHR, develop and implement a detailed work team plan to address identified operational deficiencies and corrective action methods to be employed. This plan will detail the specific goals and actions steps, responsible parties, and a set of performance expectations for managers and staff by function designed to facilitate goal accomplishments set forth by management, including timelines.
- b) Identify one (1) manager within the bureau as the lead; select 3 staff members who have experience in a variety of HR functions from within HR; and provide three (3) CDI workers as clerical assistants/support.
- c) Solicit additional experience from experienced retirees. The initial focus will be on the Civil Rights Compliance and Hiring (Examinations and Personnel Processing) sections. Solicitation efforts are already underway with the Equal Employment Opportunity Commission (EEOC) and Department of Fair Employment and Housing (DFEH). Discussions are underway with OAAC, as well.

Projected completion date: Will begin in **June 2008**. Completion date depends upon scope of backlog, feedback from DHR and work team resources.

Step VI      Establish for each HR operational unit an organized structured system that identifies, prioritizes and tracks timely completion of the work product.

- a)    Implement a process by which each unit in HR will provide timely processing of current workload.

Projected completion date: **July and August 2008**. This step will be done in parallel with Step V.

Step VII      Develop a comprehensive HR monthly reporting system, which includes accurate and timely productivity tracking and reporting of outcomes and results on both unit and division levels.

- a)    Design monitoring instruments for each function.
- b)    Train staff in the use of the instrument and construction of the monthly reports.

Projected completion date: **August 2008**. First division Monthly Management Report will be published in **September 2008**.

Step VIII      Cross training and staff development.

Projected completion date: Throughout the steps of the plan and ongoing.

Step VIII      The CAP will be updated as needed and a customer satisfaction survey will be developed and distributed semi-annually.

Note:

( \* ) indicates revised date

Bold is information added since last update